

***Strategic Plan***  
2009-2013



**Small Business  
Development Center**  
directions solutions impact

# Idaho Small Business Development Center Strategic Plan

## Background:

The Idaho Small Business Development Center (Idaho SBDC) was established in 1986 as part of a nationwide network created to improve the success of small businesses. The U. S. Small Business Administration, the State of Idaho, the hosting institutes of higher education, and private donations fund the organization.

The Idaho SBDC is a network of business consultants, trainers, and support staff that operate from the state's colleges and universities. Boise State University's College of Business and Economics serves as the host with administrative responsibility for directing the type and quality of services across the state. Regional offices in the following locations are funded under sub-contracts between the host institutions and Boise State University:

North Idaho College - Post Falls  
Lewis-Clark State College - Lewiston

### **Boise State University - Boise**

College of Southern Idaho - Twin Falls  
Idaho State University - Pocatello  
Idaho State University - Idaho Falls



Services include individualized one-on-one consulting, focused training, and applied research. Staff in these offices are very involved in the business and economic development efforts in their areas and are positioned to respond rapidly to the changing business environment. Ninety percent of Idaho's businesses are within an hour's drive of one of the offices. This allows the Idaho SBDC to effectively and efficiently serve the business community in Idaho.

## Vision:

**To be the primary provider of quality assistance to small business clients, our customers.**

## Mission:

**To enhance the success of small businesses in Idaho by providing high-quality consulting and training.**

## Operating Philosophy:

**Service is the primary product of the Idaho SBDC. Consequently, the Center must be committed to creating and maintaining a high standard of service. This standard has three cornerstones:**

1. **Focus on the Client:** The very future of the Idaho SBDC program depends on creating satisfied clients. To this end, each client contact must be considered an opportunity to focus on client needs and desires. Responding quickly with individual attention to specific and carefully identified client needs, then seeking critical

evaluation of our performance. This is the routine that will be followed with each client and training attendee.

2. **Devotion to Quality:** Providing consulting and training through a quality process and constantly seeking ways to improve that process are the principles of this cornerstone of service. By fostering teamwork, eliminating physical and organizational barriers that separate people, establishing long-term relationships with partners, and encouraging all to participate in quality improvement are some of the actions that demonstrate the Center's devotion to quality.
3. **Concentration on Innovation:** To innovate is to improve through change. The Center must constantly seek ways to improve its methods and processes, and assume a leadership role in trying new approaches to serve clients. Regular performance reviews, participation in organizations, and attending professional development workshops are some of the ways that the Center identifies and encourages innovation.

**Goal 1:** Improve the success of small businesses through delivery of our core services – one-on-one business consulting, training and research.

**Objective 1.1:** Increase the impact of consulting assistance by proactively seeking clients appropriate for long-term consulting assistance.

**Performance Measure:** Number of hours per client.

**Benchmark:** Each center will average 8.5 hours per client and maintain or increase in subsequent years.

**Performance Measure:** Number of long-term clients (greater than 5 hours contact)

**Benchmark:** 500 statewide

**Performance Measure:** Number of NxLevelL courses delivered per region.

**Benchmark:** Deliver at least one NxLevelL course per region per year.

**Performance Measure:** Number of new business starts

**Benchmark:** 12 for each Center, 72 statewide

**Performance Measure:** Capital injection

**Benchmark:** \$25,000,000 statewide

**Performance Measure:** Sales growth

**Benchmark:** \$25,000,000 statewide

**Performance Measure:** Job Created

**Benchmark:** 170 statewide

**Objective 1.2:** Provide research support to help small business owners and managers in decision-making.

**Performance Measure:** Number of research projects.

**Benchmark:** Number of research projects will meet or exceed previous year.

**Objective 1.3:** Ensure that services are available to minorities and available to all counties.

**Performance Measure:** % Minority, veteran, and women clients

**Benchmark:** The percentage of clients served will meet or exceed the minority, veteran, and women business population in Idaho.

**Objective 1.4:** Identify and address the needs of small businesses and entrepreneurs.

**Performance Measure:** List of priority needs

**Benchmark:** The trend in the success measures of our clients reported in the yearly impact study is level or increasing.

**Objective 1.5:** Expand capabilities to assist high growth companies.

**Performance Measure:** Number of trainings, professional development activities

**Benchmark:** Increase the number of high growth companies served by 10%.

**Goal 2:** Expand and enhance partnerships to strengthen our ability to reach and assist small businesses.

**Objective 2.1:** Be visible and proactive in solving the business and economic issues in Idaho's rural communities.

**Performance Measure:** Number of contacts with economic development professionals in rural communities and numbers of clients/trainings in rural area.

**Benchmark:** The trend is level or increasing.

**Objective 2.2:** Collaborate with SBA and their resource partners to maximize small business assistance and minimize duplication.

**Performance Measure:** Number of partnership (SBA and other resource providers) events.

**Benchmark:** Numbers of events are greater than 10% of total events.

**Objective 2.3:** Expand the resources of the Center using volunteers from the community, faculty members, students, and other partners.

**Performance Measure:** Number of consulting hours provided by volunteers.

**Benchmark:** The trend in consulting hours by volunteers is increasing.

**Objective 2.4:** Strengthen our funding and position as the primary business development organization.

**Performance Measure:** SBDC funding

**Benchmark:** The trend in funding is increasing

**Goal 3:** Refine and improve our organization to increase efficiency, effectiveness, and quality.

**Objective 3.1:** Meet the requirements of Consultant Certification, ASBDC Accreditation, the Operations Manual and the SBA cooperative agreement to assure consistency and quality.

**Performance Measure:**

1. Number of consultants meeting Certification
2. ASBDC Accreditation

**Benchmark:**

1. 100% of consultants are Certified
2. ASBDC Accreditation is at minimum "Accreditation with Conditions."

**Objective 3.2:** Maintain high quality services and customer satisfaction.

**Performance Measure:** Customer Satisfaction Rate

**Benchmark:** 90% of the customers rate their service as above average or excellent.

**Key External Factors (not under the control of the Idaho SBDC):**

**Funding:**

All strategic goals and objectives assume on-going funding from the State of Idaho and U.S. Small Business Administration.

**General Economic Conditions:**

All strategic goals and benchmarks assume that the general economic environment is growing (not a recession).

**Broadband in Rural Communities:**

All strategic goals assume that broadband is available and in-use in rural communities. The use of the internet, webinars, and email is critical to our ability to serve rural businesses efficiently and effectively.